

# **Chapter 1: Officer Development**

## **Group A: Officer Development**

**Group Leader: COL Oliver H. Hunter, IV**

### **Group Endstate:**

- Officers are caring, competent, confident, trained and ready professionals who enhance their unit's and the Army's ability to fight and win.
- Officers effectively develop subordinates to be the future leaders of Our Army.
- Officers develop organizational and leadership climates that promote assessment and leader development.
- Leader development is our legacy and our starting point for tactically proficient soldiers and units and effective installation organizations.

### **Objective A.1.: Develop officers with high moral character.**

Objective Owners: All raters, intermediate raters and senior raters

**Task A.1.1.:** Officers know, understand, and live the seven Army Values.

1. Honor -- *Officers live the Army Values. Officers preserve the capability of our Army's mission — to fight and win our nation's war. It is imperative for all officers to do their job to the best of their abilities. Every officer wants to be a winner and part of a winning team — a team of professionals who care about their teammates comprises of soldiers, civilians, retirees and families.*
2. Integrity -- *Officers do what's right – legally and morally.*
3. Courage -- *Officers ensure honest reporting is the standard for all actions.*
4. Loyalty -- *Officers are always part of the solution, not part of the problem. Officers recognize problems and do something about them. Every officer in the command is a leader and accountable to make the right things happen everyday.*
5. Respect -- *Respect for others-our teammates- is at the center of everything we do. Winning teams are composed of people who genuinely care for*

*each other and treat each other with respect. Officers do not compromise any aspect of consideration of others.*

6. Selfless Service -- *The chain of command is responsible 7X24X365 for its people because it cares 7X24X365. The chain of command owns all that its people do and fail to do. Officers are devoted to making sure that the chain of command is effective.*
7. Duty -- *Officers understand that their duty is accomplishment of the mission and the welfare of soldiers, civilians, and families.*

Task Owners: All raters, intermediate raters and senior raters  
Measures of Success:

- a. Institutional indicators of soldier misconduct decrease.
- b. Soldiers clearly demonstrate, in word and deed, the embodiment of the seven Army Values.
- c. Leaders are observed talking the seven Army Values to their soldiers.

**Task A.1.2.:** Officers know, understand, utilize, and teach ethical decision-making.

- *Officers can't hide what they do — that's why officers must carefully decide how they act. As an Army leader, you're always on display. ["You are always on parade."]. – MacArthur] If you want to instill Army Values in others, you must internalize and demonstrate them yourself.*

Task Owners: All raters, intermediate raters and senior raters  
Measures of Success:

- a. There is a positive change in the indices of the Ethical Climate Assessment Survey each annual period.
- b. No officer in the command commits an ethical violation.
- c. There is a decrease in the number of ethical violations in the command.

**Objective A.2.: Officers possess the fundamental attributes required to lead.**

Objective Owners: All raters, intermediate raters and senior raters

**Task A.2.1.:** Mental – Officers possess the desire, will, self-discipline, initiative, judgment, self-confidence, intelligence and cultural awareness necessary to lead.

- *Officers understand that command climate is a product of attitudes and priorities.*

- *Officers exercise accountability and teach it. Officers know they are responsible. The components of accountability are individual (responsibility for our own actions) and leader (24/7).*
- *Officers are Arctic Tough.*

Task Owners: All raters, intermediate raters and senior raters

Measures of Success:

- Will -- Officers demonstrate an inner drive focused on a spirited execution of their tasks.
- Self-discipline – Officers demonstrate self control in word and action.
- Initiative – Officers are aggressive thinkers and action takers who require a minimum amount of directive guidance.
- Judgment – Officers demonstrate a measured approach to their aggressive action taking. Officers demonstrate a deliberate underlying methodology to their aggressive execution.
- Self-confidence – Officers demonstrate faith in themselves and their decisions.
- Self-confidence – Officers demonstrate faith in themselves and their decisions.
- Intelligence – Officers demonstrate mental agility in planning and executing training. Officers demonstrate intuitive agility in making tough decisions.
- Cultural Awareness – Officers demonstrate an understanding and a compassion for soldiers of all races, religions and socio-economic backgrounds. This understanding and compassion is evident in their organizations. Command climate surveys demonstrate improvement in this category.

**Task A.2.2.:** Physical – Officers maintain the appropriate level of personal physical fitness and military bearing.

- *Officers maintain the appropriate level of personal physical fitness and military bearing, setting the standards for their military organization.*
- *Officers are Arctic Tough.*

Task Owners: All raters, intermediate raters and senior raters

Measures of Success:

- Health Fitness – Officers demonstrate good personal hygiene, nutrition and sleep habits.
- Physical Fitness – Officers are committed to and demonstrate an improvement in their PT test score, every time they take the test.
- Military Bearing – Officers demonstrate military bearing without fail.

**Task A.2.3.:** Emotional – Officers display self-control and remain calm under pressure.

- *Officers understand how to deal effectively with making mistakes. If you're not making mistakes you're sticking to the tasks you already have mastered. Never risk safety but do what you think is right-- this is where you will develop that gut feeling called instinct which you will rely on greatly throughout your career. At your level, the boss is looking for efforts and initiatives over a flawless performance. Force yourself out of your comfort zone and increase your knowledge.*
- *Officers in command create a climate tolerant of mistakes, capitalizing on them as learning opportunities instead of creating a zero defect mentality. To create a climate rich for leadership development, commanders turn mistakes into opportunities to learn, create cohesive teams, and reward leaders of character and competence. If commanders want to promote leadership development, they shape the climate through their encouraging attitudes, policies, and actions. Command climate surveys and externally facilitated sensing sessions are two means to assess unit climate.*
- *Officers are Arctic Tough.*

Task Owners: All raters, intermediate raters and senior raters

Measures of Success:

- a. Officers demonstrate self-control, balance and stability in their response to stress and adversity.
- b. Officers exercise objective decision-making

**Objective A.3.: Officers are developed with the professional skills required to lead from the front.**

Objective Owners: All raters, intermediate raters and senior raters

**Task A.3.1.:** Conceptual – Officers demonstrate sound judgment, critical/creative thinking, and moral reasoning.

- *Officers acknowledge that their warrant officers and NCOs have a wealth of knowledge based on experience. It is OK to change your mind based on sound advice. Keep an open mind. Gather all the alternatives. Ask for recommendations and then make the best possible decision based on your head and your heart.*
- *Officers understand that Sergeant's time training begins with their training focus but allow the NCO support channel to supervise and direct*

*Sergeant's Time training. Officers do not teach or lead the training but ensure that training is progressive, sequential, and adhere to existing and emerging training doctrine.*

Task Owners: All raters, intermediate raters and senior raters

Measures of Success:

- a. Officers possess and demonstrate a facility with the Military Decision Making Process.
- b. Officers possess the knowledge, skills and abilities to operate in the combined arms and joint environments, both technically and tactically.
- c. Officers demonstrate effective collaborate decision-making. They solicit expertise and input from all personnel involved, and then make the best decision based on their experience and available information.

**Task A.3.2.:** Interpersonal – Officers show skills at coaching, teaching, counseling, motivating, and empowering subordinates.

- *Officers are familiar with DA and USARAK organizations and programs (such as Army Community Service, Army Family Team Building, Newcomers Briefing, and Training Aids Support Center).*
- *Officers who serve as mentors appreciate the profound impact they have on the development of their subordinate leaders.*
- *Officers who rate and senior rate use the Junior Officer Developmental Support Form (JODSF) for developmental action planning.*

Task Owners: All raters, intermediate raters and senior raters

Measures of Success:

- a. Officers actively mentor soldiers.
- b. Units have a robust and effective counseling program.
- c. Subordinates demonstrate initiative and are comfortable taking charge and making decisions.
- d. There is a reduction in IG complaints, calls on the CG Hotline and open door issues over time.

**Task A.3.3.:** Technical – Officers possess the necessary expertise to accomplish all tasks and functions.

- *Officers are stabilized in leadership positions so as to gain the most from the leadership experience.*

Task Owners: All raters, intermediate raters and senior raters

Measures of Success:

- a. Officers successfully pass their branch specific skills and validation testing.
- b. Officers demonstrate improvement and commitment to improvement in all technical skills.
- c. Officers know and understand how to employ all of the systems designed to multiply combat power in their organizations

**Task A.3.4.:** Tactical – Officers demonstrate proficiency in required professional knowledge, judgment, and warfighting.

- *Officers in command develop positive climates that reflect their attitudes and priorities. A unit climate that promotes Army Values and fosters the warrior ethos encourages learning and promotes creative performance.*

Task Owners: All raters, intermediate raters and senior raters

Measures of Success:

- a. Units improve their field tactical evaluations annually.
- b. Exercises are O/C'ed, OPFOR'ed and AAR'ed.
- c. Officers demonstrate an understanding of commands two levels up within the context of the tactical, operational and strategic dimensions of war fighting.

**Objective A.4.: Develop officers that are capable of taking action.**

Objective Owners: All raters, intermediate raters and senior raters

**Task A.4.1:** Influencing – Leaders use interpersonal skills to guide others toward a goal.

**Sub-Task A.4.1.a.:** Communicating – Officers articulate written and oral ideas/concepts clearly and concisely. Message received equals message sent. Officers display effective listening skills.

- *Officers conduct training meetings to ensure that proper resources are allocated and to ensure proper execution of training.*
- *Officers keep their command and families aware of social and quality of life enhancing activities.*

Sub-Task Owners: All raters, intermediate raters and senior raters

Measures of Success:

- a. Units experience minimum miscommunication and maximum understanding of the training schedule, the training calendar, the commander's intent, and the organization's vision.
- b. Officers clearly convey their vision and philosophy.
- c. Soldiers understand their leader's vision and philosophy.
- d. Officers present missions that are understood and attainable.
- e. Officers are approachable.
- f. There is a reduction in IG complaints, calls on the CG Hotline and open door issues over time.

**Sub-Task A.4.1.b.:** Decision Making – Officers reach sound, logical decisions based on analysis/synthesis of information, and use sound judgment to allocate resources and select appropriate courses of action, in a timely manner.

- *Officers develop sound, logical decisions based on detailed risk assessment. Use sound judgment to allocate resources and select the appropriate course of action. Doing so will enhance operational success, force protection, and safety (manage the risk).*

Sub-Task Owners: All raters, intermediate raters and senior raters

Measure of Success: Officers use the Military Decision Making Process in an effective manner resulting in optimally viable courses of action.

**Sub-Task A.4.1.c.:** Motivating – Officers inspire, motivate, and guide others towards mission accomplishment. Officers set the example by their confidence, competence, physical condition and military bearing.

- *Officers have and create positive attitudes. Positive leadership inspires and motivates.*
- *Officers recognize the accomplishments of deserving soldiers under their charge and discipline those who threaten morale and order to ensure positive climate and high morale and to promote desirable behavior and reduce undesirable behavior.*
- *Officers understand the importance of a solid sponsorship program—Sponsors quickly set the tone for a command environment, and readily assist soldiers and families.*
- *Officers reinforce a command climate that promotes individual leader development through the sponsorship reception and integration program.*

- *Officers lead by example. Soldiers learn leadership everyday. Simply by watching other leaders and performing their duties, they will learn leadership. Those who deliberately apply the process—study examples of leadership, reflect on their own experiences, apply lessons learned, and seek feedback—become better leaders now and for the future.*

Task Owner: All raters, intermediate raters and senior raters

Measure of Success: All re-enlistment objectives are met and first-term attrition rates are decreased.

**Task A.4.2:** Operating – What officers do to accomplish the immediate mission, to get the job done on time and to standard.

**Sub-Task A.4.2.a.:** Planning – Officers use critical and creative thinking to develop detailed executable plans that are suitable, acceptable, and feasible. Officers arrange unit support for the exercise and conduct effective rehearsals.

- *Officers use and teach others to use the Eight- or Ten-Step Training Model and the Military Decision Making Process (MDMP).*

Sub-Task Owners: All raters, intermediate raters and senior raters

Measures of Success:

- Plans are detailed and executable within the organization's constraints.
- Plans are supportable.
- Plans are rehearsed.

**Sub-Task A.4.2.b.:** Executing – Officers demonstrate tactical and technical proficiency; meet mission standards; take care of people/resources. Officers maximize the use of available systems and technology. Perform well under physical and mental stress.

- *Officers ensure that our service-oriented organizations and staff excel at customer satisfaction and well-being. Quality service is measured against standards. Where we do not have standards for quality we develop them.*
- *Officers train to standards and assess performance against those same standards. Officers know what it takes to make an individual or a unit proficient and what to do when standards are not met.*

Sub-Task Owners: All raters, intermediate raters and senior raters



Measures of Success:

- a. Officers take ownership as members of their organization to enhance the mission and wellness.
- b. Officers execute their tasks vigorously and with a spirit of Arctic Toughness.

**Sub-Task A.4.2.c.:** Assessing – Officers use after-action and evaluation tools to facilitate consistent improvement

- *Raters and senior raters use performance assessors.*
- *Officers ensure constant improvement within their organization through the use of the After Action Review process and other evaluation tools.*

Sub-Task Owners: All raters, intermediate raters and senior raters

Measure of Success: Each unit captures its own growth and development through After Action Reviews. These lessons learned are studied and considered when developing future training events.

**Task A.4.3:** Improving – Officers strive to leave an organization better than they found it.

**Sub-Task A.4.3.a.:** Developing – Officers teach, train, coach, and counsel subordinates to increase their knowledge, skills, and confidence.

- *Mentoring....*
- *Officers ensure that soldiers are physically and mentally prepared to deploy. Our units are capable of deploying from our installation and executing missions as directed.*
- *Officers ensure soldiers and families are prepared for their service members' deployment.*
- *Officers manage assignments and additional duties (reports of survey, Article 32, etc.) of their subordinate officers so as to increase their development as warriors.*
- *Officers take time to reflect and make adjustments when required.*

- *Officers ensure that they have viable leader development programs for their officers, NCOs, soldiers, DOD civilians, spouses, and volunteers.*

Sub-Task Owners: All raters, intermediate raters and senior raters

Measure of Success: The unit demonstrates improvement in all institutional indices such as the Command Inspection Program, command climate surveys, Inspector General assessments, Common Task Testing, field tactical performance and maintenance reports.

**Sub-Task A.4.3.b.:** Building – Officers develop effective, disciplined, cohesive teams built on bonds of mutual trust, respect, and confidence. Officers foster ethical climate.

- *Officers recognize the roles and relationships between them, warrant officers, and NCOs.*
- *Officers benefit from the experience and mentorship of warrant officers and senior NCOs.*
- *Battalion Commanders understand and operate in two domains of leadership—direct and organizational.*

Sub-Task Owners: All raters, intermediate raters and senior raters

Measures of Success:

- a. Units improve performance through development of soldiers and leaders while building effective, cohesive teams.
- b. All re-enlistment objectives are met and officer and first term attrition rates decrease.

**Sub-Task A.4.3.c.:** Learning – Officers actively seek self-improvement and foster a learning environment in the unit.

- *Officers undertake a program of self-study. Officers participate in a self-improvement program in order to develop themselves technically, tactically, and physically.*
- *Officers willingly participate in social and other developmental forums that foster their personal development as warriors.*
- *Officers develop in themselves and in the command the aura of 360 degrees assessment.*

Sub-Task Owners: All raters, intermediate raters and senior raters

Measures of Success:

- a. Officers actively participate in their own reading program.
- b. Officers institute systems in their units that help them gather honest, constructive feedback from soldiers on how to improve their leadership and the organization's practices.

## **Chapter 2: NCO Development**

### **Group B: Noncommissioned Officer Development**

**Group B Leader:** CSM Carlos Pagan

#### **Group B Intent:**

To develop competent, caring and fully committed noncommissioned officers as leaders within their organization.

#### **Group B Strategy:**

Implement training to NCOs during in processing into unit. Re-enforce at NCO Academy to pre-expose soldiers to good leadership skills.

**Objective B.1: Create a culture where junior NCOs take ownership of soldiers and their families 24-hours-a-day, seven-days-a-week, and 365-days-a-year.**

Objective owner: Command Sergeants Major and First Sergeants

**Task B.1.1.:** Integrate new soldiers and families into the unit. This will ensure ready soldiers, units, and families.

#### **Sub-tasks:**

**B.1.1.a.:** If family accompanies a soldier, he or she must be assigned a stable sponsor to share experiences of how to get settled in Alaska. The attitude of a sponsor can quickly set the tone for the environment of the unit.

**B.1.1.b.:** The NCO must follow up by calling soldier sometime during the day until soldier is in unit and periodically thereafter. Stay abreast of soldier's family situations before they become a crisis for the soldier, family, and command.

**B.1.1.c.:** Ensure soldier and family members attend Army Family Team Building (Level Two at a minimum). NCOs and their families should stop by the AFTB training location periodically.

**B.1.1.d.:** Encourage soldiers and their families to attend Post events. Get involved and make community like home and not just a post/installation.

**B.1.1.e.:** Ensure sponsors are our best soldiers and that they are well briefed and know their responsibilities (develop a checklist).

**B.1.1.f.:** Sponsorship isn't just on the receiving end. Member departing from Alaska should get the same great treatment as they head toward the Lower 48. By reversing the process – helping with transportation, housing, or billeting needs.

Task and Sub-Task Owners: Command Sergeants Major and First Sergeants  
Measures of success:

1. Decrease in family violence
2. Increase in AFTB training attendance
3. Increase in spouses participation in FRG
4. Decrease in families signing bad housing contracts in the local community
5. Greater participation in unit sponsored events

**Objective B.1.2: Develop a trusting and professional relationship with soldier.**

Objective owner: Noncommissioned officers

**Task B.1.2.:** Know your soldiers' on and off duty lives.

**Sub-tasks:**

**B.1.2.a.:** *Stress basics to subordinates – leaders must set and enforce the standards. The fundamental standard, which must be enforced, is DISCIPLINE.*

**B.1.2.b.:** *Ensure soldier understands policy and procedures of the unit and higher command.*

**B.1.2.c.:** Talk to soldiers constantly. Do not talk in a condescending way. Be genuinely care about soldiers and their issues. Don't view soldier as a burden.

**B.1.2.d.:** Don't share soldiers' personal issues with individuals who do not have a *need to know*.

**B.1.2.e.:** *Visit the barracks while on or off duty. When checking up on soldiers, show an interest in their welfare. Visit soldiers at their quarters. Have concern for their well being. Ask if their family has any issues or concerns.*

**B.1.2.f.:** Invite single soldiers to your home. Develop a bond with them.

**B.1.2.g.:** Allow soldiers' families an opportunity to tour soldier's workplace to see the importance of the soldier's performance as an integral part of a team so they can visualize the importance of his work to the unit.

**B.1.2.h.:** Cultivate and build in your soldiers a desire to keep their parent/guardian informed of their accomplishments, goals and plans for the future.

Task and Sub-Task Owners: Noncommissioned Officers  
Measures of success:

1. Decrease in family violence
2. Barracks better maintained
3. Better relationship between the unit and soldiers family.
4. Decrease in alcohol related problems in the barracks.
5. Reduction in UCMJ
6. Greater amount of respect shown to leaders

**Objective B.2: *Mentorship* – develop our Army’s future leaders by instilling values and discipline.**

Objective owners: All leaders

**Task B.2.1:** Set the example for soldiers to follow.

**Sub-tasks:**

**B.2.1.a.:** *Make yourself available for soldiers to seek guidance prior to making major commitments.*

**B.2.1.b.:** Share your military career with soldiers. Don’t only share the good things but how you overcame obstacles, things they might experience in their career.

**B.2.1.c.:** Treat soldiers with dignity and respect – respect is something that has to be earned. You earn it by showing genuine concern and compassion for the soldiers and their family members. Respect is a two way street, it will be accorded.

**B.2.1.d.:** Set the example – leaders must abide by the highest values of the military profession and its institutions. We must display proper leadership 24 hours a day, 7 days a week, and 365 days a year. You have to take pride in selflessly dedicating your service to ensure mission accomplishment.

**B.2.1.e.:** Senior NCOs mentor their young officers.

Task and sub-task owners: All leaders  
Measures of success:

1. Increase in retention
2. Raise number of soldier being recommended for promotion
3. Reduction in insubordination.
4. More educated soldier
5. Soldiers doing the right thing in the absence in leaders

**Objective B.2.2: Share with your soldiers how to advance in the military.**

Objective owner: First line supervisors

**Sub-tasks:**

**B.2.2.a.:** Explain the importance of taking care of their military records and showing them how to review their records.

**B.2.2.b.:** Review OMPF with soldier.

**B.2.2.c.:** When deserved, promote advancement of soldier in a timely manner.

**B.2.2.d.:** Introduce soldier to MOS career map and discuss the development of career planning and goals.

Task and sub-task owners: First line supervisors

Measures of success:

1. Greater number of soldiers being recommended for promotion
2. Increase in retention
3. Fewer families using food stamps and other programs
4. Better educated soldier
5. More proficient soldier

**Objective B.3: Develop a professional and personal program for soldiers that enhances their success at military and civilian schools and unit boards. Send soldiers to military and civilian schools.**

Objective owner: First Sergeants

**Tasks:**

**B.3.1.:** *NBC, armorer course, HAZMAT, etc., are locally-taught courses in Alaska. Have a manning roster where all soldiers are afforded the opportunity to attend courses.*

**B.3.1.:** *Encourage soldiers to complete correspondence courses.*

**B.3.1.:** Hold soldier responsible for self-improvement and preparation for promotion.

**B.3.1.:** Develop a plan/program for building soldier's confidence and preparedness to compete and win.

**B.3.1.:** Show concern through staying abreast of soldier's personal growth.

**B.3.1.:** Recognize soldier's achievements.

Task owners: First Sergeants

Measures of success:

1. Better educated soldier
2. Increase in promotions
3. Better unit results at Combat Training Centers
4. Decrease in family violence
5. Decrease in drug use

**Objective B.4: Improve NCO written and oral communication skills. Listen and respond to soldiers**

Objective owners: All Noncommissioned Officers

**Tasks:**

**B.4.1.:** *Require ALL PLDC graduates to conduct classes with Senior NCO co-facilitating.*

**B.4.1.:** Teach soldiers how to use effective writing.

**B.4.1.:** *Continue consideration of others, small group teaching style.*

**B.4.1.:** Be a good listener. As a leader we must be able to solve any problem soldiers have. In order to do this we have to know about the problem. We won't know about it, if we don't listen to soldiers. Leaders must maintain an open mind to ensure good relations with their subordinates.

Task owners: All Noncommissioned Officers

Measures of success:

1. Better educated soldier
2. Reduction in EO complaints
3. Better Sergeants Time Training
4. Reduction in family violence
5. Reduction in failures from NCOES schools

**Objective B.5: Develop soldiers both tactically and technically.**

Objective owners: All battalion- and company-level leaders

**Tasks:**



**B.5.1.:** *Soldiers want to follow those leaders who are confident of their own capabilities. Trust has to build between the leader and the led.*

**B.5.1.:** Ensure *low-density* MOS soldiers receive equal training.

**B.5.1.:** Train as you fight.

Task owners: All battalion- and company-level leaders

Measures of success

1. Reduction in UCMJ
2. Better trained soldiers
3. Better results at Combat Training Centers
4. Better pass rate at EIB/EFMB

**Objective B.6: Provide motivation. Mentor and encourage soldiers to succeed. Motivation is the cause of action. If our subordinates have confidence in themselves, each other, the unit and you and they support the cause, soldiers will be sincerely motivated.**

Objective owners: Commanders

Measures of success:

1. Increase in unit promotions
2. Decrease in UCMJ
3. Better results at the Combat Training Centers

**Objective B.7: Rewards and punishment. Use rewards and punishment to change soldiers' attitudes and moral. As leaders we must use rewards and punishments as tools. Rewards promote desired behavior; punishments reduce desired behavior. If used properly, rewards and punishments can improve the performance and moral of your soldiers. It must be used wisely.**

Objective owners: Company Commander and First Sergeant

Measures of success:

1. Increase in unit morale
2. Reduction in UCMJ
3. Reduction in family violence
4. Better results at the Combat Training Centers
5. Increase in promotions

## **Chapter 3: Soldier Development**

### **Group C: Soldier Development**

**Group C Leader: CSM Carlos Pagan**

#### **Group C Intent:**

To develop trained and ready soldiers; make soldiers competent in MOS skills, responsible for self, unit and family. Get soldiers adjusted to Army life and professionally developed as emerging leaders.

#### **Group C Strategy:**

Soldiers will be mentored, developed and trained to assume the customs, traditions and disciplinary skills of Our Army. As *warfighters*, they will learn how to employ themselves and their weapons systems as part of a team – our team. They will appreciate the responsibility – the *accountability* – they have for themselves and their teammates. [Two soldiers walking down the street. One's in charge.] Soldiers will be prepared to someday assume our leadership roles.

#### **Objective C.1: Soldiers train in their MOS and soldier basic skills.**

Objective owners: First line supervisors and the individual soldier

**Task C.1.1.:** : Soldiers expect their chain of command to honor their soldier contract and train them accordingly.

##### **Sub-tasks:**

**C.1.1.a.:** Every soldier has the responsibility to be accountable for 100% focus during training.

**C.1.1.b.:** Soldiers will be held accountable for self-development in tactical as well as the technical level.

**C.1.1.c.:** Soldiers expect that Sergeants Time Training is geared towards individual, common tasks.

**C.1.1.d.:** Become personally involved in training and ensure you know and understand the standards.

**C.1.1.e.:** Expect training to be structured to expose soldiers to unexpected situations, both favorable and unfavorable.

**C.1.1.f.:** Soldiers demand tough and realistic training challenges that mirror the hardships and uncertainties of combat.

**C.1.1.g.:** Talk to your NCOs when Borrowed Military Manpower (BMM), red cycle and post support details conflict with your appointments and family scheduling.

Task and sub-task owners: First line supervisors and the individual soldier  
Measures of success:

1. Better results at EIB/EFMB
2. Reduction in UCMJ
3. Better results at CTCs
4. Soldiers doing the right thing in the absence of leaders

## **Objective C.2. Soldiers are taught leadership skills.**

Objective owner: Company commanders and the individual soldier

**Task C.2.1.:** Soldiers develop their leadership skills for future roles.

### **Sub-tasks:**

**C.2.1.a.:** Everyday mission requirements as opportunities to develop your leadership skills.

**C.2.1.b.:** Seek responsibility.

**C.2.1.c.:** Don't be afraid to seek clarification.

**C.2.1.d.:** Learn when to seek assistance to prevent problems.

**C.2.1.e.:** Your leadership development is purposeful, not accidental.

**C.2.1.f.:** Recognize honest, well-intentioned mistakes. Avoid careless, repeated ones. *Acts of commission* as opposed to *acts of omission*.

**C.2.1.g.:** Soldiers should expect their leaders to establish a climate that gives subordinates the freedom to do the job within the bounds of acceptable risk.

**C.2.1.h.:** Soldiers are encouraged to take initiative.

**C.2.1.i.:** Delegate authority and support subordinates' decisions while holding subordinates accountable for their actions.

Task and sub-task owners: Unit commander and the individual soldier  
Measures of success:

1. Better young leaders
2. Increase in promotions

**Objective C.3. USARAK soldiers and their families learn basic life skills.**

Objective owner: All leaders and the individual soldier

**Task C.3.1.:** Soldiers act the part 24/7.

**Sub-tasks:**

**C.3.1.a.:** The Army Values are nonnegotiable -- they apply to soldiers in every on- and off-duty situation.

**C.3.1.b.:** Soldiers represent the Army in and out of uniform.

**C.3.1.c.:** Soldiers must understand that duty does not end at 1700.

**C.3.1.d.:** Soldiers are accountable for their actions and those of their family and friends. [*Friends* – soldiers select them and are accountable for the level of discipline they assume in so doing.]

Task and sub-task owner: The individual soldier

Measures of success:

1. Reduction in family violence
2. Less problems from soldiers off post
3. Soldiers taking care of each other while off duty
4. Reduction in DUIs

**Task C.3.2.:** USARAK soldiers are charged with maintaining high levels of personal responsibility and accountability.

**Sub-tasks:**

**C.3.2.a.:** Soldiers are accountable for their personal conduct.

**C.3.2.b.:** Soldiers assume personal, legal, and moral responsibility when they take their initial oath of enlistment.

**C.3.2.c.:** Members of the Army account for their actions to their fellow soldiers, the appointed leader, their unit, the Army, and the American people.

**C.3.2.d.:** Lead by example. Don't compromise the standard/values.

**C.3.2.e.:** Keep open communications with your leaders. Don't be afraid to seek counsel prior to making major purchases and commitments for guidance.

Task and sub-task owner: The individual soldier

Measures of success:

1. Reduction in drug use
2. Reduction in DUIs
3. Soldiers doing the right thing when leaders are not around

**Task C.3.3.:** Soldiers are taught life skills.

**Sub-tasks:**

**C.3.3.a.:** Seek out peers and superiors to emulate and learn from.

**C.3.3.b.:** Attend/participate in fun events hosted on post and downtown, which promote camaraderie, Esprit de Corps, good order and discipline.

**C.3.3.c.:** Get involved with Family Readiness Groups, BOSS Programs, and programs offered through ACS and AFTB.

**C.3.3.d.:** Keep family members informed of things going on in unit.

**C.3.3.e.:** Neglect of the family can weaken the soldier, the family, and cause the Army more harm than good.

**C.3.3.f.:** Ensured family members know where to turn to for help when the service member is deployed.

**C.3.3.g.:** Activities done with family can be more valuable and important than the time spent with family.

Task and sub-task owners: Company commanders and first sergeants

Measures of success:

1. Reduction in single soldier pregnancy
2. Reduction in family violence
3. Greater attendance at the FRG meetings
4. Greater amount of AFTB trained spouses.
5. Increase in volunteers for the community

**Objective C.4: Soldiers seek civil and military education.**

Objective owner: First line supervisors and the individual soldier

**Task C.4.1.:** Soldiers seek correspondence to initiate their military and civilian education.

**Sub-tasks:**

**C.4.1.a.:** Professional growth includes civilian and military education.

**C.4.1.b.:** Soldiers must have professional skills which are learned through study.

**C.4.1.c.:** Soldiers must have a certain level of knowledge to be competent; correspondence courses as well as civilian education can help soldiers gain knowledge.

**C.4.1.d.:** Civilian and military education is part of self-development.

**C.4.1.e.:** Use military benefits to assist with civilian education.

**C.4.1.f.:** Keep informed of changes and assistance offered by educational programs.

Task and sub-task owners: First line supervisors and the individual soldier  
Measures of success:

1. Increase in promotion
2. More soldiers going to school in their off time
3. Better trained soldier at his/her job
4. Better results on the EIB/EFMB

**Objective C.5: USARAK soldiers will serve as responsible sponsors for newly arriving soldiers and their families.**

Objective owner: First sergeants

**Task C.5.1:** The Total Army Sponsorship Program

**Sub-tasks:**

**C.5.1.a.:** Only soldiers who can represent the command in a positive manner will be selected as sponsors. The attitude of the sponsor sets the tone.

**C.5.1.b.:** Write a welcome letter and telephone the incoming soldier.

**C.5.1.c.:** Good sponsors keep the chain of command informed of changes in status of incoming soldiers.

**C.5.1.d.:** Sponsor should always provide follow-up information as requested by incoming soldier.

**C.5.1.e.:** Arrange for temporary lodging and local transportation to be available upon arrival of incoming soldier and family, if required.

**C.5.1.f.:** Advise incoming soldier of arrangements for initial reception.

**C.5.1.g.:** Commanders and first sergeants will provide sponsors with government transportation to pick up soldiers and their families. Transportation will be used to assist the new family to settle in the community.

**C.5.1.h.:** Provide adequate time and assist soldier with in processing as needed. Ensure an early orientation visit to ACS.

**C.5.1.i.:** Set up appointments and introduce soldier to the chain of command.

**C.5.1.j.:** Acquaint soldiers and family members with unit and civil and military communities.

**C.5.1.k.:** Provide assistance and need-to-know-information required by family members.

**C.5.1.l.:** Sponsorship isn't just on the receiving end. Members departing from Alaska should get the same great treatment as they head toward their new assignment. Reverse the process by helping with transportation, housing, and billeting needs.

Task and sub-task owners: First sergeants

Measures of success:

1. Increase in unit morale
2. More family involvement
3. Soldiers feel like they are an important part of the unit
4. Fewer problems with debts.

## **Objective C.6: Respect**

Objective owner: All leaders

**Task C.6.1.:** Demonstrate respect for yourself and others.

### **Sub-tasks:**

**C.6.1.a.:** Be tolerant of beliefs different from your own as long as those beliefs don't conflict with Army Values, are not illegal, and are not unethical.

**C.6.1.b.:** Treat people as they should be treated.

**C.6.1.c.:** Create a climate of fairness and equal opportunity.

**C.6.1.d.:** Be discreet and tactful when correcting or questioning others.

**C.6.1.e.:** Show concern for and make an effort to check on the safety and well being of others.

**C.6.1.f.:** Be courteous of others.

**C.6.1.g.:** Don't take advantage of positions of authority.

Task and sub-task owners: All leaders

Measures of success:

1. Reduction in EO complaints
2. Increase in unit moral
3. Reduction in UCMJ



## **Chapter 4: DA Civilian Development**

### **Group D: Civilian Leader Development**

**Group D Leader: Mr. Hank Speakman**

#### **Group D Intent:**

Foster a civilian workforce environment of pride, encouraging employees to seek individual development, innovation, and teamwork to support personal goals, the organization, the USARAK mission, and Army Values.

#### **Goal D Strategy:**

Lead by example to inform, educate, and empower the civilian workforce to secure the success of USARAK.

**Objective D.1.: Promote a culture that encourages development, teamwork, and innovation.**

Objective Owner: Command Chain

**Task D.1.1.:** Remove or mitigate organizational barriers that impede professional development (resistance to Long Term Training [LTT], *one-deep* positions, resource constraints).

Task Owner: Command Chain

Measures of Success:

- a. The command realizes positive trends in command climate surveys.
- b. There is a positive trend in the number of employees attending Long Term Training and developmental assignments.
- c. All civilians attend requisite career-enhancement schools.

**Task D.1.2.:** Support employee requests and desires for training and developmental assignments.

Task Owner: Command Chain.

Measures of Success:

- a. The command realizes positive trends in command climate surveys.
- b. Positive trends in number of employees attending Long Term Training and developmental assignments.

**Task D.1.3.:** Reward innovation and appropriate risk taking.

Task Owner: Command Chain.

Measures of Success:

- a. The command realizes positive trends in command climate surveys.
- b. There is a marked increase in the number and quality of awards and recognitions made to USARAK's civilian employees for their innovation, initiative and appropriate risk taking.

**Task D.1.4.:** Encourage an environment of Army teamwork through command briefings and civilian orientations with TO&E units.

Task Owner: Command Chain

Measures of Success:

- a. The command realizes positive trends in command climate surveys.
- b. Our civilian employees participate in the command's mission and orientation briefings.

**Objective D.2.:** Promote professional and personal employee success.

Objective Owner: Chain of command and all supervisors of our civilian workforce

**Task D.2.1.:** Emphasize discussion of employee goals with supervisor as part of the Individual Development Planning (IDP) process.

Task Owners: Employee and 1<sup>st</sup> line supervisors.

Measures of Success:

- a. There is a marked increase in the quality of completion of the *Employee* portion of Individual Development Planning program.
- b. The command realizes positive trends in command climate surveys.

**Task D.2.2.:** Supervisors identify organizational needs, training requirements, and opportunities.

Task Owners: 1<sup>st</sup> line supervisors.

Measures of Success:

- a. There is a marked increase in the quality of completion of the *Supervisor* portion of Individual Development Planning program.
- b. The command realizes positive trends in command climate surveys.

**Task D.2.3.:** Assist employee in identifying work assignments and training that meet career goals and are consistent with mission needs.

Task Owners: 1<sup>st</sup> line supervisors.

Measures of Success:

- a. There is a marked increase in the quality of completion of the *Development Plan* portion of Individual Development Planning program.
- b. The command realizes positive trends in command climate surveys.

**Task D.2.4.:** USARAK fully implements the Individual Development Planning program in order to document development plans and capture training resource requirements.

Task Owner: Command Chain

Measures of Success:

- a. The number of employees completing the Individual Development Planning program is increasing.
- b. The command realizes positive trends in command climate surveys.

**Objective D.3.: Make the Individual Development Planning and training resources easily accessible for supervisors and employees.**

Objective Owner: Civilian Leadership Focus Group

**Task D.3.1.:** Identify *best of breed* electronic supervisor's tool kits for implementing Individual Development Planning and facilitating access to other training resources. Tailor same to USARAK's needs.

Task Owner: Civilian Leadership Focus Group

Measure of Success:

Successful BETA test by sample first line supervisors and employees.

**Task D.3.2.:** Equip and develop the Individual Development Planning tool kit in USARAK's Knowledge Centers.

Task Owner: Civilian Leader Development Focus Group through coordination with Knowledge Management Goal Team

Measure of Success:

USARAK has Individual Development Planning tool kits in its Knowledge Centers. These kits are frequently used by our civil work force.

## **Chapter 5: Spouse Development**

### **Group F: Spouse Development**

**Group F Leader: Mrs. Felicia L. Jackson**

#### **Group F Intent:**

Foster an environment of pride by encouraging spouses to get connected, seek individual development, exercise innovation, and enhance teamwork in order for them to achieve personal goals and simultaneously better the organization and mission accomplishment.

#### **Goal F Strategy:**

We will achieve the intent of developing our spouses through a deliberate plan of empowerment, information management, and education.

**Objective F.1.: Build and empower self-reliant, ready families that enhance community well-being. This objective applies to all spouses and families that desire to increase their knowledge of and participation in the activities of the command, the installation, and our lives.**

Objective Owner: Battalion Commander

**Task F.1.1.:** Provide on-going monthly, post-wide Family Readiness Training.

Task Owner: Company Commanders and Family Readiness Manager

Measure of Success: Commanders make contact with spouses and realize increases in participation in post-wide Family Readiness Training.

**Task F.1.2.:** Provide Levels I, II and III Army Family Team Building classes. Provide Level IV and Master Trainer training for those interested in teaching.

Task Owner: Family Readiness Manager and Army Family Team Building Coordinator

Measure of Success: Commanders make contact with spouses and realize increases in participation in Levels I, II and III Army Family Team Building classes and Level IV and Master Trainer training.

**Task F.1.3.:** Provide spouse development training at the installation Rear Detachment Operations training sessions.

Task Owner: Company Commander

Measure of Success: Commanders make contact with spouses and realize increases in participation in spouse development at Rear Detachment Operations training.

**Task F.1.4.:** Provide a monthly *Family Readiness Managers Newsletter*.

Task Owner: Family Readiness Manager

Measure of Success: Company Commanders and FRG leaders publish a *Family Readiness Managers Newsletter* that is read by and provides needed information to unit members and their family.

**Task F.1.5.:** Offer pre-deployment briefings to all units and their family members.

Task Owner: Company Commander

Measure of Success: Commanders make contact with spouses and realize full participation in pre-deployment briefings by spouses and families.

**Objective F.2.: Build and empower leaders to produce self-reliant families that enhance community well-being. This training expands on all tasks listed in Objective 4.F.1. Audience for this objective is Family Readiness Group Leaders, company commanders and first sergeants.**

Objective Owner: Battalion Commander

**Task F.2.1.:** Provide spouse leader development at the Company Commander and First Sergeant Course.

Task Owner: Company Commander and Family Readiness Manager

Measure of Success: Company Commanders make contact with FRG leaders and realize an increase in spouse attendance and participation in unit activities and operations.

**Task F.2.2.:** Provide spouse leader development training at the Rear Detachment Operations training sessions.

Task Owner: Company Commander and Family Readiness Manager

Measure of Success: Commanders make contact with spouses and realize increases in participation in spouse leader development training at Rear Detachment Operations training sessions.

**Task F.2.3.:** Provide spouses with professional development courses.

Task Owner: ACS Programs and Family Readiness Manager

Measure of Success: Family Readiness Manager makes contact with FRG leaders and increased numbers of spouses participate in and benefit from professional development courses.

**Task F.2.4.:** Conduct a Family Readiness Group Leader and Advisor Conference once a year.

Task Owner: Family Readiness Manager

Measure of Success: The command conducts annual Family Readiness Group Leader and Advisor Conferences in which spouses participate and benefit.

**Task F.2.5.:** Provide monthly Family Readiness Training.

Task Owner: Company Commanders and Family Readiness Manager

Measure of Success: Commanders make contact with FRG leaders and the command realizes increased participation in the monthly Family Readiness Training. Spouses participate and benefit in same.

**Objective F.3.: Build and empower senior leaders to develop self-reliant families that enhance community well-being. This training expands on all tasks listed in Objectives F.1 and F.2. This objective is for battalion Family Readiness Group leaders and advisors, battalion commanders, and command sergeants major.**

Objective Owner: Commanding General, colonel-level and battalion commanders.

**Task F.3.1.:** Provide senior leader spouses the chance to participate in senior leader development conferences and briefings.

Task Owner: Commanding General, colonel-level and battalion commanders.

Measure of Success: Senior commanders make contact with senior leader spouses and they participate in senior leader development conferences and briefings.

**Task F.3.2.:** Provide training for newly-arrived and established senior leader spouses.

Task Owner: ACS Program Managers

Measure of Success: Senior leader training sessions are created for senior leaders and their spouses. Senior leader spouses actively participate in same.

**Task F.3.3.:** Provide monthly Family Readiness Training for senior leader spouses.

Task Owner: Family Readiness Manager

Measure of Success: Monthly Family Readiness Training sessions for senior leader spouses are created and senior leader spouses actively participate in same.

## **Chapter 6: Volunteer Development**

### **Group E: Volunteer Development**

**Group E Leader: Mrs. Sara J. Worley**

#### **Group E Intent:**

Provide volunteers with the managerial skills required for recruiting, placing, retaining and recognizing members of our community volunteer force.

#### **Group E Strategy:**

We will realize the intent of developing our volunteers through a deliberate plan of recruiting, placing, training, informing and recognizing.

[Focus Group Leader's Note: Realization of the intent of the Volunteer Development Program relies on the hiring of Installation Volunteer Coordinators (IVC) at both Fort Richardson and Fort Wainwright.]

**Objective E.1.: Installation Volunteer Coordinators (IVC) serve as a single point of contact for a winning team of volunteers.**

Objective Owner: USARAK Directorate of Community Activities

**Task E.1.1.:** Installation Volunteer Program (IVP) Standard Operation Procedures Manuals (SOP) exist but need updating.

Task Owner: ACS Directors – FRA and FWA

Measure of success: IVP SOPs are updated annually and reflect the installations' current mission, vision and programs.

**Task E.1.2.:** Each IVC creates and maintains an installation volunteer job bank for the community.

Task Owner: Installation Volunteer Coordinator

Measure of success: IVC volunteer job bank is updated quarterly.

**Task E.1.3.:** Each IVC interviews, places and accurately tracks every volunteer.

Task Owner: Installation Volunteer Coordinator

Measure of success: IVCs implement and maintain a volunteer tracking system.

**Task E.1.4.:** Each IVC serves as an advocate for volunteer issues and requests sponsorship through the installation commercial sponsorship point of contact for childcare funds.

Task Owner: Installation Volunteer Coordinator

Measure of success: IVCs are advocates of volunteer issues and acquire childcare funds.

**Task E.1.5.:** Each installation has a Volunteer Advisory Council (VAC) that addresses local volunteer issues at scheduled meetings. The VAC, chaired by the IVC, includes representatives from units, organizations and agencies.

Task Owner: Installation Volunteer Coordinator

Measure of success: IVCs chair periodic VAC meetings that address and lead to resolution of volunteer issues in a timely manner.

**Objective E.2.: Each IVC markets volunteerism in the community.**

Objective Owner: USARAK Directorate of Community Activities

**Task E.2.1.:** IVCs market the Installation Volunteer Program at each installation to include the following: update websites, advertise in newspapers, command channel and on marquees, address monthly Community Action Council attendees; attend Town Hall meetings.

Task Owner: Installation Volunteer Coordinator

Measure of success: IVCs actively increase awareness of programs and opportunities for potential and active volunteers.

**Task E.2.2.:** Each IVC attends the Information Fair at the Newcomers Orientations and markets the Installation Volunteer Program.

Task Owner: Installation Volunteer Coordinator

Measure of success: IVCs actively participate in Newcomers Orientations.

**Objective E.3.: Each installation provides proper training to all volunteers.**

Objective Owner: USARAK Directorate of Community Activities

**Task E.3.1.:** Each IVC educates and trains volunteer managers on: job volunteer regulations; policies; career development opportunities to include Army Family Team Building Levels I, II and III; registration forms; job descriptions; tracking hours; designated supervisors; performance reviews, incentives and awards.

Task Owner: Installation Volunteer Coordinator



Measure of success: Volunteer managers are thoroughly trained on their requirements, opportunities, stewardship and recognition mediums.

**Task E.3.2.:** Each volunteer manager educates and trains all volunteers in their units, organizations and agencies on: job related regulations; policies; career development opportunities to include Army Family Team Building Levels I, II and III; registration forms; job descriptions; tracking hours; designated supervisors; performance reviews, incentives and awards.

Task Owner: Installation Volunteer Coordinator

Measure of success: Volunteer managers educate and train their volunteers on requirements, opportunities, stewardship and recognition mediums.

**Objective E.4.: Volunteers are recognized for their contributions.**

Objective Owner: USARAK Directorate of Community Activities

**Task E.4.1.:** Each IVC requests commercial sponsorship support from the commercial sponsorship point of contact for the following appropriate volunteer incentives: movie passes, child care, MWR and AAFES discount coupons, reserved parking slots and civilian community incentives.

Task Owner: Installation Volunteer Coordinator

Measure of success: IVCs receive commercial sponsorship support in order to gain appropriate volunteer incentives.

**Task E.4.2.:** IVCs organize committees that select one volunteer from each of the following categories to be recognized at the annual Volunteer Recognition Ceremony: Civilian, Military, Family, Youth, Military Unit and Civilian Agency.

Task Owner: Installation Volunteer Coordinator

Measure of success: IVCs direct the formulation of selection committees that select deserving volunteers in each of six categories for recognition at the annual Volunteer Recognition Ceremony.

**Task E.4.3.:** Each IVC and Volunteer Advisory Committee coordinates and presents an annual Volunteer Recognition Ceremony that recognizes all volunteers and the Volunteers of the Year.

Task Owner: Installation Volunteer Coordinator

Measure of success: IVCs orchestrate the annual Volunteer Recognition Ceremonies that recognize all volunteers and the Volunteers of the Year.

## **Chapter 7: Team Leader Roster**

### ***LEADER DEVELOPMENT***

<b>TEAM MEMBER</b>	<b>POSITION</b>	<b>TELEPHONE/FAX</b>	<b>SOR/NOR</b>
<b><u>OFFICER TEAM</u></b>			
COL Ollie Hunter **	DCO, USARAK	353-6682 / 353-6684	NOR
LTC Joe Sheehan	IG	353-6200 / 353-6205	NOR
LTC Todd Travis	DCO, 172 <sup>ND</sup> SIB	353-2007 / 353-9909	NOR
LTC Ron Costella	Cdr, Special Troops BN	384-0376 / 384-0479	SOR
LTC Curt Schlosser	FRA Post Chaplain	384-1460 / 384-1466	SOR
MAJ Bryan Hilferty	PAO	384-1542 / 384-2060	SOR
MAJ Son H. Luu	XO, 203 <sup>RD</sup> PSB Bn	353-2209 / 353-2366	NOR
MAJ Jeff Pederson	Deputy SJA	384-0420 / 384-7521	SOR
MAJ Lissa V. Young	Cdr, B/4-123	353-9650 / 353-9651	NOR
CPT Jon McEnroe	Adv. Skills Chief, NWTC	353-1178 / 353-1188	NOR
CPT Robert Klopp	S-4, 4-123 Aviation Bn	353-6145 / 353-9764	NOR
CSM Stevan W. Cady	CSM, 267 <sup>TH</sup> Finance Bn	384-2185 / 384-2170	SOR
MSG Martin-Flowers	EO Advisor, USARAK	384-0336 / 384-2518	SOR
<b><u>NCO TEAM</u></b>			
CSM Carlos Pagan *	CSM, USARAK	384-2156 / 384-2913	SOR
LTC Larry Fussner	DPTSM, USARAK	384-2071 / 384-2176	SOR
CSM Althea C. Dixon	CSM, MEDDAC	353-5210 / 353-5653	NOR
CSM Wilson Nunez	CSM, 172 <sup>ND</sup> SIB	353-6855 / 353-2094	NOR
CSM Danny R. Reeves	CSM, USAG	384-2175	SOR
SGM Michael R. Lasher	SGM, DPTSM	384-2285	SOR
<b><u>SOLDIER TEAM</u></b>			
CSM Carlos Pagan *	CSM, USARAK	384-2156 / 384-2913	SOR
1LT Renee Bullock	XO, DCO, USARAK	353-6683 / 353-6684	NOR
CSM Arthur E. Larue	CSM, NCOA	384-6079	SOR
SGM Donald E. Gardner	CSM, FRA	384-2037	SOR
SGM Michael A. Marshall	Adjutant General, SGM	384-1971	SOR
SGM Bert E. Thomas	FWA Retention Office	353-2219	NOR
SPC Chuck Shuck	USARAK BOSS Rep	353-6679	NOR
<b><u>CIVILIAN TEAM</u></b>			
MR. Hank Speakman *	DPW, Contracting	384-7087	SOR
LTC James Risley	CDR, 59 SIG BN & DOIM	384-5906 / 384-7112	SOR
MR. Robert Miller	Deputy DPTSM	384-2071 / 384-2176	SOR
MS. Sandra Martinez	EEO, FRA	384-2080 / 384-2311	SOR
MR. Chris Putnam	Deputy DOL, FWA	353-7641 / 353-6808	NOR
MR. Bob Torp	Cold Regions Test Center	873-4219	NOR
MR. Frank Yencharis	CPAC	353-1791	NOR
* Team Leader	** Team Leader and	Goalkeeper	

<b>LEADER DEVELOPMENT</b>			
<b>TEAM MEMBER</b>	<b>POSITION</b>	<b>TELEPHONE/FAX</b>	<b>SOR/NOR</b>
<b><u>VOLUNTEER TEAM</u></b>			
MS. Sara Worley *	Reloc. Mgr, ACS, FWA	353-7908/353-9095	NOR
MS. Kathy Beech	Spouse, 2-1 INF Bn Cdr	356-1095	NOR
MS. Betsy Flanigan	Spouse, 172 <sup>ND</sup> BDE Cdr	356-7876	NOR
MS. Christine Nunez	Spouse, 172 <sup>ND</sup> SIB CSM	356-1860	NOR
MS. Patrice Gitter	Spouse, 172 <sup>ND</sup> BMMC		NOR
MS. Diane Hunter	Spouse, DCO, USARAK	356-2393	NOR
MS. Suzanne James	Director, ACS, FWA		NOR
MS. Diane Lindquist	AFTB Coordinator, FWA	353-2382	NOR
MS. Liz Woolverton	Spouse, 203 PSB BN	356- 3071	NOR
<b><u>SPOUSE TEAM</u></b>			
MS. Felicia Jackson *	Fam Readiness Mgr, ACS, FWA	353-4374/ 353-9095	NOR
MS. Sara Worley	Spouse, USAF (ret)	353-7908/ 353-9095	NOR
MS. Traci Shelton	Spouse, NCO	353-7298	NOR
MS. Elaine Neetz	Spouse, Fam Life Chap	353-4333	NOR
MS. Diane Lindquist	Spouse, FWA MP, Cdr	353-2382	NOR
MS. Katie Culp	Spouse, USAF Officer	353-7515	NOR
MS. Betsy Flanigan	Spouse, 172 <sup>ND</sup> BDE Cdr	356-7876	NOR
MS. Kathy Beech	Spouse, 2-1 INF Bn Cdr	356-1095	NOR
MS. Liz Woolverton	Spouse, 203 BN CDR	356-3071	NOR
MS. Caroline Webster	Spouse, 172 <sup>ND</sup> SIB S-3	356-6471	NOR
MS. Christine Nunez	Spouse, 172 SIB CSM	356-1860	NOR
MS. Leslie Flewelling	Spouse, 4-123 Avn Bn	365-2019	NOR
MS. Pam Williams	Dual Military Spouse		NOR
MS. Avery Maddaloni	Spouse, Reserve Officer		NOR
MS. Beth Mills	Spouse, 4-11 Arty Cdr		NOR
MS. Marge Weidman	Spouse, 172 <sup>ND</sup> BN Cdr		NOR
MS. Lisa Landers	Spouse, NWTC CMDT		NOR
MS. Patrice Gitter	Spouse, 172 <sup>ND</sup> BMMC		NOR
MS. Kathy Travis	Spouse, DCO, 172 <sup>nd</sup> SIB		NOR
MS. Jeffri Gilman	Spouse, MEDDAC Cdr		NOR
MS. Bobi Seymour	Spouse, DENTAC Cdr		NOR
MS. Barbara Costella	Spouse, STB Cdr		NOR
MS. Renee Ford	Spouse, STB CSM		NOR
MS. Caroline Rose	Spouse, FRG Leader		NOR
MS. Vanessa Joli	Spouse, FRG Leader		NOR
MS. Susie Baty	Spouse, Chaplain		NOR
MS. Judy Larue	Spouse, NCO Academy		SOR
MS. Barbara Lehman	Spouse, GS		SOR
MS. Deb Mulcahy	Spouse , PC FRA		SOR

<b>TEAM MEMBER</b>	<b>POSITION</b>	<b>TELEPHONE/FAX</b>	<b>SOR/NOR</b>
MS. Cheri Kammerman	Spouse, 1-501		SOR
MS. Tina Schmidt	Spouse, 267 FIN Bn Cdr		SOR
MS. Wendy Newman	Spouse, Military Police		SOR
MS. Carmen Walker	Spouse, USAF NCO		NOR
* Team Leader			